

Exploring the Impact of Work-Life Balance, Job Satisfaction, and Training on Employee Performance: A Literature Review

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Abstract

This study explores the interplay between job satisfaction, Work-Life Balance (WLB), and employee performance, highlighting the critical role of organizational training and support. Job satisfaction has long been recognized as a key driver of employee performance, fostering motivation and engagement. The research suggests that organizations providing continuous learning opportunities can enhance job satisfaction, which in turn positively impacts performance. Moreover, work-life balance has a significant influence on both job satisfaction and employee performance, particularly when organizations implement supportive policies such as flexible working hours. However, the effects of WLB can vary across employee types, with temporary employees sometimes showing less concern for WLB in favor of job stability. Training also plays a pivotal role in improving employee performance by equipping workers with relevant skills and reducing stress. In high-pressure environments, targeted and relevant training can have a more substantial impact on job satisfaction and performance than merely promoting work-life balance. This study emphasizes that while WLB and job satisfaction are interconnected, organizational factors such as leadership, training, and commitment are essential in maximizing employee performance. Ultimately, a balanced approach that integrates WLB with effective training and organizational support can enhance overall workforce productivity.

Keywords

Job Satisfaction, Work-Life Balance, Employee Performance, Training, Organizational Culture.

1. Introduction

Job satisfaction is an important aspect of achieving organisational goals, which impacts employee performance and overall organisational stability (Mousa & Othman, 2020). However, maintaining employee job satisfaction presents a challenge for many organisations, especially when facing high work pressure, difficulties in maintaining work-life balance, and demanding work environments that require certain skills (Aruldoss et al., 2022). In a stressful work environment, employees are expected to be able to manage heavy workloads, deal with serious situations, and handle intense emotional experiences (Bajpai & Singh, 2019; Putranti et al., 2020). In the era of globalisation, training has become a strategic investment for organisations to optimally improve employee performance. In addition to updating technical skills, training also aims to address diversity issues, such as differences in beliefs and stereotypes, which are increasingly important in the workplace (Popo- et al., 2022). Various types of training, including exploitation training to strengthen existing skills and exploratory training for the development of new knowledge, can have a significant impact on organisational performance (Song et al., 2024). Challenges under extreme conditions, such as the COVID-19 crisis, also emphasise the importance of organisational support to ensure knowledge from training can be properly applied, ultimately improving employee adaptability and performance (Daniel, 2020; Chatterjee et al., 2022).

This research stems from the increasing attention to organisational culture and Work-Life Balance (WLB), which are considered important aspects in achieving optimal performance in various organisations. Employee performance can be influenced by several factors, including change management, job satisfaction, organisational commitment, and the leadership style used. However, as shown in the study, some organisations in Indonesia still face difficulties in achieving performance targets, which is thought to be due to a lack of training and organisational commitment. This suggests that the determinants of performance have not been fully met, especially in a context that requires more attention to employee well-being and organisational commitment (Loon et al., 2019).

2. Literature Review

Job satisfaction and Work-Life Balance (WLB) play a crucial role in enhancing employee performance, particularly as mediators connecting a learning organizational culture with individual productivity. In various contexts, such as Vietnam, WLB has been shown to improve employee motivation, satisfaction, and commitment, which positively impacts their productivity (Pham, 2023). Employees who maintain a balance between work and personal life tend to be more satisfied with their jobs, thereby driving better performance. However, the influence of WLB is not always consistent, especially for temporary employees who focus more on job stability than on achieving work-life balance (Adriano & Callaghan, 2020). This

suggests that the impact of WLB on performance is more significant among permanent employees who are more concerned with their personal well-being. Moreover, relevant training becomes a critical factor in supporting employee performance. Training tailored to the specific needs of employees can enhance their work efficiency. To maximize training outcomes, organizations must provide transparent reward mechanisms and effective communication regarding the organization's vision and mission. Properly implemented training can reduce stress and increase job satisfaction (Anggraeni., 2020). Additionally, organizational support, such as team collaboration, constructive feedback systems, and transformational leadership, can strengthen job satisfaction and employee loyalty. Good collaboration and leadership improve employee engagement and make them feel valued, ultimately contributing to better performance and higher productivity. Therefore, developing balanced WLB, relevant training, and strong organizational support can enhance overall employee performance. Work-Life Balance (WLB) and relevant training significantly influence job satisfaction and employee performance, although the effects may vary depending on the context. Employees who achieve a balance between work and personal life tend to be more satisfied, leading to improved performance. Organizational policies supporting WLB, such as flexible working hours and supervisor support, have been proven to reinforce the positive relationship between WLB and job satisfaction (Susanto et al., 2022). A supportive work environment is also an important factor in increasing employee commitment (Pham et al., 2019). However, there are situations where WLB does not directly impact performance, particularly for professionals such as healthcare workers who face high job pressure. In such cases, workload management and more appropriate skills training become more critical than simply focusing on WLB (Tamunomiebi & Oyibo, 2020). Relevant training has been shown to effectively improve employee job satisfaction by reducing stress, especially when supported by a positive work environment (Taheri et al., 2020). In more challenging sectors, such as intensive care units, simpler and more focused training is more effective in improving employee satisfaction and retention (Lu et al., 2019; Quyen, 2020). Targeted and specific training also contributes to improved employee performance, particularly when designed to meet specific needs. Exploitative training, which focuses on operational competencies, aids in achieving short-term goals, while explorative training encourages innovation and long-term performance (Zhang et al., 2022). During times of crisis, social support and self-efficacy are key factors in successful training transfer, emphasizing the importance of adaptability support in the workplace (Prayag & Dassanayake, 2023).

3. Methods

Research data will not meet the required standards if the data collection techniques are not properly established. In this study, the data selection and

collection methods are carried out through several steps. First, the selection of data sources involves identifying various relevant literature related to employee empowerment, training, job satisfaction, work balance, and employee performance. To ensure relevance, clear research criteria are set, focusing on literature published within the last five years. The selection procedure is then implemented by filtering the literature based on the established criteria, ensuring that the chosen sources contribute to the study's objectives and enhance the accuracy and reliability of the research findings. In this study, the data collection techniques used include several key steps. The process begins with a literature search by identifying relevant studies and publications related to employee empowerment, training, job satisfaction, life balance, and employee performance. Once the literature is identified, data that meets the established criteria is extracted in alignment with the research objectives. Following the data collection, qualitative analysis is conducted to identify significant patterns and key findings from the literature sources, providing valuable insights to support the study's conclusions.

In this study, variable measurements were applied to examine the concept of employee empowerment and its impact on employee performance. The first variable, training, was measured based on the frequency and type of training provided to employees, focusing on programs aimed at enhancing skills that support both performance and empowerment. Job satisfaction was assessed through the level of employee satisfaction with various aspects of their job, including the work environment, relationships with colleagues, and the compensation and recognition they received. Work balance was measured by evaluating the extent to which employees felt a balance between their work responsibilities and personal life. Lastly, employee performance was assessed based on productivity, the quality of work produced, and the achievement of targets set by the organization.

The operational definitions of the variables used in this study are outlined as follows. Training is defined as the total number of training hours provided to employees annually, covering both theoretical and practical sessions aimed at enhancing employees' skills and knowledge relevant to their job roles. Job satisfaction refers to employees' feelings of satisfaction or dissatisfaction with various job-related factors. This can be measured through surveys that assess satisfaction levels with salary, workplace facilities, supervision, and overall working conditions. Work balance is defined as an employee's ability to manage time effectively between professional duties and personal life. It can be measured through levels of satisfaction with work time flexibility and the amount of time allocated for non-work activities, often using a balance index or satisfaction scale. Lastly, employee performance is defined as the degree of achievement in completing assigned tasks, encompassing productivity, efficiency, and the quality of work. Performance measurement involves assessing indicators such as the volume of work completed within deadlines, adherence to company standards, and the achievement of individual or team targets.

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4. Result

4.1. Job Satisfaction and Employee Performance

Job satisfaction has a positive relationship with employee performance and serves as an important mediator in the relationship between a learning organization culture and individual performance. Organizations that support continuous learning provide opportunities for employees to grow, which in turn enhances their job satisfaction. This satisfaction motivates employees to contribute more, thereby improving overall performance. These findings indicate that investing in employee development not only creates a better work environment but also delivers tangible benefits for organizations through significant performance improvements (Gawusu et al., 2022). Job satisfaction accounts for 7.5% of the variance in employee performance, indicating that higher levels of job satisfaction can lead to improved performance outcomes. This correlation suggests that when employees are satisfied with their jobs, they are more likely to be motivated and engaged, which enhances their overall productivity and effectiveness at work. However, the study also emphasizes that while job satisfaction is a contributing factor, other elements such as leadership style and organizational commitment have a more substantial impact on performance, highlighting the need for a holistic approach to employee management (Zhang & Chen, 2024). There is an insignificant relationship between job satisfaction and employee performance at the South Padang Sub-District Office. Although job satisfaction is often considered an important factor influencing performance, the analysis results show that this variable does not significantly

contribute to improving employee performance. Conversely, training and work abilities are proven to have a stronger positive impact on performance, while organizational commitment shows a negative influence. These findings highlight that while employees may feel satisfied with their jobs, this does not necessarily lead to increased productivity, which may be due to other factors that play a more dominant role in determining performance (Paais & Pattiruhu, 2020).

H1, Job Satisfaction has a significant positive effect on Employee Performance

4.2. Work Life Balance and Employee Performance

Positive relationship between work-life balance (WLB) and employee performance (EP). It was found that when employees can effectively balance their work responsibilities with personal life, they tend to experience higher levels of job satisfaction and affective commitment, which in turn enhances their overall performance. Specifically, the research indicates that WLB significantly influences both job satisfaction and affective commitment, which serve as mediators in the relationship between WLB and EP. This suggests that organizations promoting a healthy work-life balance can foster a more motivated and committed workforce, leading to improved performance outcomes (Cousins et al., 2019). Work life balance has a significant influence on increasing productivity and job satisfaction. Studies show that company policies supporting work-life balance, such as flexible working hours and telecommuting, help reduce conflicts between work and personal life roles. This support enables employees to meet the demands of both work and personal life in a more balanced way, which in turn enhances their motivation and work efficiency (Maryani et al., 2021). Work-Life Balance (WLB) can have an insignificant or even negative impact on employee performance in certain situations. Research shows that for some temporary employees, balancing work and personal life does not significantly improve their performance, and sometimes low WLB can lead to decreased motivation and effectiveness at work. This is especially the case when employees feel that their job does not have a long-term impact on their life or career, resulting in stress and disruptions to their focus at work (Puranik et al., 2020).

H2, Work Life Balance has a significant positive effect on Employee Performance

4.3. Work Life Balance and Job Satisfaction

Work-Life Balance (WLB) has a significant positive impact on job satisfaction and employee performance. Employees who achieve a balance between work responsibilities and personal life tend to experience higher job satisfaction, which contributes to improved performance and productivity. This positive influence occurs because a balanced work-life arrangement reduces stress and enhances employees' focus and engagement at work, enabling them to perform better (Weideman & Hofmeyr, 2020). When employees achieve a satisfactory balance between their professional and personal lives, they experience increased job satisfaction, as this balance reduces stress and promotes a more fulfilling work

environment. A supportive work environment and effective training and development programs further enhance this relationship, allowing employees to feel more committed and satisfied with their jobs. Consequently, organizations that prioritize WLB through flexible policies and supportive practices can expect higher levels of job satisfaction among their employees (Aruldoss et al., 2021). Significant negative relationship between Work-Life Balance (WLB) and job satisfaction can be attributed to the adverse effects of workaholism, where employees prioritize work excessively over personal life. Research indicates that workaholics often experience increased stress and burnout due to their inability to disconnect from work, which leads to diminished overall well-being and lower job satisfaction. This imbalance not only affects their mental health but also reduces their capacity to engage fully in both work and personal activities, ultimately resulting in a decline in job performance. Consequently, organizations that do not foster a healthy WLB may witness decreased job satisfaction among employees, as the relentless focus on work detracts from their quality of life and fulfillment (Prahasan, 2024).

H3, Work Life Balance has a significant positive effect on Job Satisfaction

4.4. Training and Job Satisfaction

Quality training that meets employees' needs has great potential to increase job satisfaction, although the impact may vary depending on the context. Found that employees' positive perceptions of training were significantly associated with higher job satisfaction, as training reduced stress and gave them the impression that the organisation cared and supported them (Huffman et al., 2021). This is consistent with social exchange theory, where organisational investment in training makes employees feel valued, thus increasing job satisfaction. Confirmed the importance of training in strengthening the effect of Work-Life Balance (WLB) on job satisfaction. Here, training serves as a moderator that strengthens the positive impact of work-life balance on job satisfaction and organisational commitment. With the right training, employees feel supported to achieve such balance, which results in higher levels of satisfaction (Ahrholdt et al., 2019). However, in the healthcare sector, specifically in intensive care units, showed different results. They found that complex training did not significantly increase job satisfaction or retention intentions. This may be due to the content of the training being difficult to apply in daily practice, so employees did not feel the immediate benefits. Overall, the effectiveness of training in improving job satisfaction was not significant.

H4, Training has a significant positive effect on Job Satisfaction

4.5. Training and Employee Performance

Training plays an important role in human resource development, especially in improving employee performance and commitment. Found that effective diversity

training increases affective commitment, which reduces exit intentions and contributes to satisfaction and positive performance. The study also showed that gender factors can moderate the impact of training, with men experiencing a greater increase in commitment than women (Iglesias et al., 2019). This affective commitment serves as a mediator, meaning employees who feel supported through training tend to be more engaged and productive at work. In addition, divided training into two categories: exploitation and exploration training. Exploitation training focuses on short-term performance improvements, such as productivity and revenue, while exploration training supports long-term innovation and competence. A training strategy tailored to a company's specific objectives can deliver optimal results in supporting organizational performance. However, in extreme contexts such as the COVID-19 pandemic, found that the impact of training on performance is not always significant. Although supervisor support and employee adaptability increased motivation to apply new skills, this was not enough to significantly change performance under pressure and uncertainty. These findings suggest that challenging external factors can moderate the effectiveness of training, emphasizing the importance of considering context in designing effective training strategies (Mukhalalati & Taylor, 2019).

H5, Training has a significant positive effect on Employee Performance

5. Conclusion

In conclusion, this literature review highlights the significant relationship between work-life balance, job satisfaction, and training in shaping employee performance. The reviewed studies consistently emphasize that a well-balanced work-life environment contributes to enhanced employee satisfaction and overall well-being, which in turn positively influences performance outcomes. Employees who achieve a balance between their personal and professional lives are more likely to be motivated, engaged, and committed to their work, leading to improved productivity and job performance. Additionally, job satisfaction is identified as a key driver of performance, with higher satisfaction levels correlating with lower turnover rates, greater organizational loyalty, and higher efficiency. Furthermore, training plays a critical role in enhancing employee skills, knowledge, and confidence, which directly impacts their performance. The literature underscores the importance of continuous professional development as a means of boosting job satisfaction and supporting a balanced work-life integration. However, it is also evident that these factors do not operate in isolation. Rather, they interact and reinforce one another, creating a synergistic effect that drives performance outcomes. Organizations must, therefore, adopt integrated strategies that prioritize work-life balance, job satisfaction, and continuous training to optimize employee performance and foster a positive organizational culture.

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